

# **BLUE CRANE ROUTE MUNICIPALITY (102 EC )**



## **ANNUAL PERFORMANCE REPORT 2014/2015 FINANCIAL YEAR**

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## Introduction

In May 2014 BCRM adopted its 3<sup>rd</sup> IDP Review, subsequent to that SDBIP was developed and approved by the Mayor as per circular 13. The report seeks to give an overview of the BCRM performance during the 2014/2015 financial year.

## Legislative Requirements

As per section 40 of the Municipal Systems Act of 2000 (MSA), a Municipality must establish mechanisms to monitor and review its Performance Management System (PMS) so as to measure, monitor, review, evaluate and improve performance at organizational, departmental and employee level.

Section 41 of the MSA requires a Municipality to set appropriate KPI's as a yardstick for measuring performance as well as measurable performance targets, with regard to each of the Municipality's development priorities and objectives as set out in the IDP. With regard to these KPI's and targets, S41 (1) (c) requires that the Municipality monitor performance and that it measures and reviews this performance at least annually.

Section 46 of the Municipal Systems Act (MSA) requires the Municipality to prepare a performance report for each financial year reflecting the performance of the service providers during the that financial year, comparison of the performances with set targets for and the performances of the previous financial year and measures taken to improve performance. The Act further requires that the report form part of the Municipality's annual report, in terms of Chapter 12 of the Municipal Finance Management Act (MFMA).

### Comparison of BCRM's current performance with previous 2 financial year's performance:

DEPARTMENTAL PERFORMANCE RESULTS OVER 3 YEARS BASED ON SDBIP TARGETS			
FINANCIAL YEAR	2012/2013	2013/2014	2014/2015
OVERALL PERFORMANCE	60%	68%	79 %
Municipal Transformation and Institutional Development (Corporate Services )	50%	56%	77%
Service Delivery and Infrastructure Development (Technical services )	67%	75%	67%
Service Delivery and Infrastructure Development (Community Services )	64%	75%	53%
Municipal Finance Viability (Financial Services)	80%	64%	87%
Good Governance and Public Participation (Office of the Municipal Manager )	40%	85%	100%

## Organisational performance as per the SDBIP 2014/2015

Departments	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual
Municipal Transformation and Institutional Development (Corporate Services )	85%	77%	72%	75%	77%
Service Delivery and Infrastructure Development (Technical services )	88%	63%	60%	56%	67%
Service Delivery and Infrastructure Development (Community Services )	67%	75%	45%	40%	53%
Municipal Finance Viability (Financial Services)	75%	87%	96%	92%	87%
Good Governance and Public Participation (Office of the Municipal Manager )	100%	100%	100%	100%	100%

### Comments by the Municipal Manager

In terms of the LED, all functions were performed by the Blue Crane Development Agency on behalf of the municipality. In June 2014, BCRM council took a resolution to disestablish the Agency. The disestablishment processes were completed in March 2015 and all Senior Managers of the BCDA were transferred to the Cacadu Development Agency (CDA). This affected the implementation of projects as set in the SDBIP in the 4<sup>th</sup> quarter. All the projects were then transferred to the Cacadu Development Agency to be implemented on behalf of the Municipality.

Based on the above, the performance of LED (BCDA) is not included in the Annual Performance Report. The Municipality is in the processes of establishing the LED unit within the Office of the Municipal Manager. The proposed structure has been included in the currently reviewed organisational structure. The projects will then continue upon establishing the structure.

Detailed 2014/2015 Performance results presented per department is attached as annexure A

Performance of the Service Providers attached as Annexure B

Signed by Thabiso Klaas: Municipal Manager .....

Date:

Signed by M.N Scott: Mayor /Speaker .....

Date:

BCRM ANNUAL PERFORMANCE REPORT 2014/2015 FINANCIAL YEAR

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT: CORPORATE SERVICES DEPARTMENT

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT - CORPORATE SERVICES DEPARTMENT															
PRIORITY AREA	PROJECT	KEY PERFORMANCE INDICATOR	INFO	Q1 TARGET	ACTUAL	Q2 TARGET	ACTUAL	Q3 TARGET	ACTUAL	Q4 TARGET	ACTUAL	ANNUAL TARGET	ANNUAL ACHIEVEMENT	REASON AND REMEDIAL ACTION	CUSTOMER
Legal services	Develop Municipal Legal Services Strategy	Developed Municipal Legal Services Strategy		1 Develop roll out plan, procure and appoint service provider	1 Develop roll out plan, procure and appoint service provider	1 Conduct public participation on draft copy and Submit report to Council for approval	1 Develop roll out plan, procure and appoint service provider	n/a	n/a	n/a	n/a	Developed Municipal Legal Services Strategy	Developed Municipal Legal Services Strategy	Target not met. SCM processes were abandoned upon discovering insufficiency of the budget to develop the strategy and inhouse arrangement was implemented although not yet finalised due to capacity constraints. The finalisation process will take place during the 1st quarter of 2015/16 financial year	Director Corporate Service
	Implement Municipal Legal Services Strategy	Implemented Municipal Legal Services Strategy		2 Implement Municipal Legal Services Strategy	2 Implement Municipal Legal Services Strategy	2 Implement Municipal Legal Services Strategy	2 Implement Municipal Legal Services Strategy	2 Implement legal service strategy	2 Implement legal service strategy	2 Implement legal service strategy	2 Implement legal service strategy	4 Reports submitted	4 Reports submitted	Target not met, due to reason stated in the above indicator the Legal Services Strategy could not be implemented	Director Corporate Service
Improved oversight	Capacity Building Initiatives	Number of Capacity building initiatives		3 Conduct capacity building initiative	3 Conduct capacity building initiative	3 Conduct capacity building initiative	3 Conduct capacity building initiative	3 Conduct capacity building initiative	3 Conduct capacity building initiative	3 Conduct capacity building initiative	3 Conduct capacity building initiative	4 Capacity building initiatives implemented	4 Capacity building initiatives implemented	Target was not met, due to insufficient budget provision. The capacity building initiatives will be conducted in the 1st quarter of the 2015/2016	Director Corporate Service
	Reports on implementation of Council resolution	Number of reports on implementation of Council resolution		4 Develop council resolution register and implement the resolutions	4 Develop council resolution register and implement the resolutions	4 Monitor implementation of Council 2 Update council resolution register	4 Monitor implementation of Council 2 Update council resolution register	4 Monitor implementation of Council 2 Update council resolution register	4 Monitor implementation of Council 2 Update council resolution register	4 Monitor implementation of Council 2 Update council resolution register	4 Monitor implementation of Council 2 Update council resolution register	4 reports on implementation of Council resolution generated	4 reports on implementation of Council resolution generated	n/a	Director Corporate Service
Human Resource Management	Awareness programs promoting Organisational Code of Conduct	Number of awareness programs promoting organisational code of conduct		5 Conduct an awareness programme promoting organisational code of conduct	5 Conduct an awareness programme promoting organisational code of conduct	5 Conduct an awareness programme promoting organisational code of conduct	5 Conduct an awareness programme promoting organisational code of conduct	5 Conduct an awareness programme promoting organisational code of conduct	5 Conduct an awareness programme promoting organisational code of conduct	5 Conduct an awareness programme promoting organisational code of conduct	5 Conduct an awareness programme promoting organisational code of conduct	4 Awareness programs	4 Awareness programs	n/a	Director Corporate Service
	Conduct Capacity building initiatives for managers, supervisors and union representatives	Number of capacity building initiatives for managers, supervisors and union representatives on disciplinary procedures		6 Conduct Capacity building initiatives for managers, supervisors and union representatives on disciplinary and grievance procedures	6 Conduct Capacity building initiatives for managers, supervisors and union representatives on disciplinary and grievance procedures	6 Monitoring and Evaluation of all capacity building initiatives conducted	6 Monitoring and Evaluation of all capacity building initiatives conducted	6 Monitoring and Evaluation of all capacity building initiatives conducted	6 Monitoring and Evaluation of all capacity building initiatives conducted	6 Monitoring and Evaluation of all capacity building initiatives conducted	6 Monitoring and Evaluation of all capacity building initiatives conducted	2 Capacity building initiatives	2 Capacity building initiatives	n/a	Director Corporate Service



Local Labour Forum Meetings Held	Number of Local Labour Forum meetings held	7	11 Local Labour Forum Meetings	2 Local Labour Forum Meetings	1 Local Labour Forum Meetings	6 Local Labour Forum Meetings held	5 Local Labour Forum meetings held	N/A	Director Corporate Service
Develop policies	Number of policies adopted	1	Consult stakeholders on the Draft policies	Implement HR Plan	Table the draft policies to council for consideration and adoption	Implement HR Plan	Human Resources Management Policies adopted	Policies were only workshopped in June 2015 to stateholders the policies will be tabled to council during the 1st quarter of 2015/2016 Financial year. Suitable dates could not be secured in order to get all stateholders to attend the policy development consultation sessions.	Director Corporate Service
Implement Human Resource Plan	No of reports submitted	9	Implement HR Plan	Implement HR Plan	Implement HR Plan	Implement HR Plan	4 progress reports	The project to be completed in the first quarter of the next financial year	Director Corporate Service
Review Job descriptions	Number of job descriptions to be reviewed	10	Develop implementation plan	Review Job Descriptions for 3 Departments	Review Job Descriptions for 3 Departments	Review Job Descriptions for 3 Departments	Review Job Descriptions for 3 Departments	Target not met, the section 32 appointment was not approved by the Accounting Officer due to inadequate budget. The project will commence in the 1st quarter and be finalised in the 2nd quarter	Director Corporate Service
Review Organisational Structure	Organisational structure reviewed	11	n/a	Submit First Draft Organigram to Council for approval	Submit First Draft Organigram to Council for approval	Submit final draft to Council for approval	Organigram reviewed	CoGTA-EC was to finance the organigram formulation process as reflected in the minutes of the meeting held with CoGTA-EC on the 28th February 2015. Subsequently CoGTA-EC advised the BCRFM that the project can only be implemented in their new financial year (2016/17) due to financial constraints. The project will then be done internally by CoGTA in the 1st quarter of 2015/2016	Director Corporate Service

Job Evaluation Process	Complete Job Evaluation Process	Develop Job evaluation guidelines	Consult stakeholders on the Job Evaluation and Draft JE Guidelines	Submit JE report to Council	Finalise attraction strategy	Job Evaluation Process	N/A	Director Corporate Service
Budgeted posts filed	Number of budgeted posts filed	13 Prioritisation of post to be filled and benchmarking of vacant and budgeted posts	Agreement process and interview	Appointment to vacant and budgeted posts confirmed	Finalise attraction strategy	16 budgeted posts filed	N/A	Director Corporate Service
Attraction and retention strategy	Developed attraction and retention strategy	14 Develop Terms of Reference	Picture and appoint service provider	Develop attraction strategy	Finalise attraction strategy	Develop Attraction strategy	N/A	Director Corporate Service
Conduct Organisational skills audit	Skills Audit conducted	15 Develop implementation plan	Develop and distribute Skills Audit Questionnaire	Complete report on Skills Audit and submit to council	Complete report on Skills Audit and submit to council	Conduct Skills audit	N/A	Director Corporate Service
Implement WSP Program	Number of training implemented per WSP	16 Development WSP implementation plan	Procure and appoint service providers	Implement WSP programs	Implement WSP programs	Training implemented per WSP	N/A	Director Corporate Service
Implement Employee Wellness Initiatives	Number of Employee Wellness Initiatives implemented	17 Implement 1 employee wellness programme	Implement 1 employee wellness programme	Implement 1 employee wellness programme	Implement 1 employee wellness programme	4 employee wellness programme implemented	only 3 employee wellness programmes were conducted due to financial constraints The programme is dependent to other stakeholders for financial support Negotiations with Stakeholders are underway and the programme will be implemented in the 1st quarter of 2015/2016 financial year	Director Corporate Service
Integrated Employee Performance Management Policy	Developed Integrated Employee Performance Management Policy	18	N/A	Develop Integrated Employee Performance Policy and conduct workshop for employees	Submit Draft IEPP for approval to council	Develop Integrated employee performance Policy	No adequate consultation with employees and their representatives in order to address concerns around issues of remuneration and reward for achievement of good performance The project will be restarted at the beginning of the next financial year	Director Corporate Service



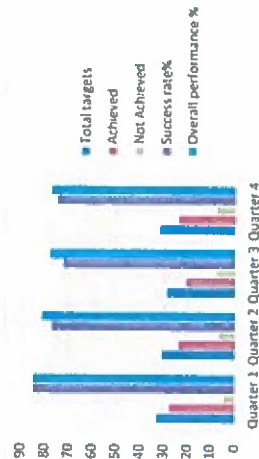
Performance plans signed by manager	No of performance plans signed by all managers / officers	19	Signing of quarterly performance plans	Signing of quarterly performance plans	Signing of quarterly performance plans	Signing of quarterly performance plans	Signing of quarterly performance plans	Signing of quarterly performance plans by managers / officers	N/A	No adequate consultation with employees and their representatives in order to address concerns around issues of remuneration and reward for achievement of good performance. The project will be restarted at the beginning of the next financial year	Director Corporate Service
Submit sectional performance reports	No of sectional performance reports submitted	20	Consolidate departmental / sectional performance reports	Consolidate departmental / sectional performance reports	Consolidate departmental / sectional performance reports	Consolidate departmental / sectional performance reports	Consolidate departmental / sectional performance reports	4 quarterly consolidated reports	N/A	N/A	Director Corporate Service
Registy functions	Centralised registry function	21	Conduct audit of registry functions	Implement recommendations of the audit outcome	Implement recommendations of the audit outcome	Implement recommendations of the audit outcome	Implement recommendations of the audit outcome	Integrated Registry Functions	N/A	N/A	Director Corporate Service
Municipal Properties	Properly audit report submitted to Council	22	Develop Terms of Reference	Conduct auditing of municipal properties	Conduct auditing of municipal properties	Conduct auditing of municipal properties	Conduct auditing of municipal properties	Commission an audit of municipal properties	N/A	N/A	Director Corporate Service
Municipal facilities	Number of municipal facilities improved	23	Develop Terms of Reference	Conduct assessment of municipal facilities	Conduct assessment of municipal facilities	Conduct assessment of municipal facilities	Conduct assessment of municipal facilities	Conduct feasibility study for all municipal facilities	N/A	N/A	Director Corporate Service
Human Settlement	Developed low cost housing policy	24	Develop terms of Reference	N/A	N/A	N/A	N/A	Low Cost Housing Policy developed	N/A	N/A	Director Corporate Service





Spatial Planning and Land Use Management Act (SPLUMA)	Implement provisions of the Spatial Planning and Land Use Management Act (SPLUMA)	No of reports submitted	31	Capacity building sessions		Establishment of the Committee	Roll out of the program	Complete report	4 reports on the implementation of the Spatial Planning and Land Use Management Act	n/a	Director Corporate Service
Access to land	Access to land engagements	No of engagements held	33	Facilitate quarterly sessions with stakeholders	Facilitate quarterly sessions with stakeholders	Facilitate quarterly sessions with stakeholders	Facilitate quarterly sessions with stakeholders	Facilitate quarterly sessions with stakeholders	4 engagements facilitated	n/a	Director Corporate Service
Ward Committee functionality	Ward Committees	No of programmes developed	34	Conduct audit exercise for ward committee functionality	Implement recommendations of the audit outcome	Implement recommendations of the audit outcome	Implement recommendations of the audit outcome	Complete report	2 ward committee programmes developed	n/a	Director Corporate Service
General Management	Convening monthly Departmental Management Meetings	No of monthly departmental management meetings completed	105	Convene 3 Departmental Management Meetings per quarter	Convene 3 Departmental Management Meetings per quarter	Convene 3 Departmental Management Meetings per quarter	Convene 3 Departmental Management Meetings per quarter	Convene 3 Departmental Management Meetings per quarter	12 meetings	n/a	Director Corporate Service
	Convening monthly General Departmental Meetings	No of monthly general departmental meetings completed	106	Convene 1 General Departmental meeting per quarter	Convene 1 General Departmental Meeting per quarter	Convene 1 General Departmental Meeting per quarter	Convene 1 General Departmental Meeting per quarter	Convene 1 General Departmental Meeting per quarter	4 meetings	n/a	Director Corporate Service
Internal Controls	Monitor implementation of AAP	No of Audit Action Plan progress report submitted	92	Implement Audit Action Plan	Implement Audit Action Plan	Implement Audit Action Plan	Implement Audit Action Plan	Implement Audit Action Plan	1 annual audit action plan report	n/a	Director Corporate Service
	Implement risk management policy and risk register	No of reports submitted	94	Implement Risk management policy	Implement Risk management policy	Implement Risk management policy	Implement Risk management policy	Implement Risk management policy	4 quarterly progress report	n/a	Director Corporate Service

Achieved		Not Achieved		Overall	
Quarters	Total targets	Achieved	Not Achieved	Success rate%	Performance %
Quarter 1	33	28	5	85	85
Quarter 2	31	24	7	77	81
Quarter 3	29	21	8	72	78
Quarter 4	32	24	8	75	77





BCRM ANNUAL PERFORMANCE REPORT 2011/2012 FINANCIAL YEAR

SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT TECHNICAL SERVICES DEPARTMENT

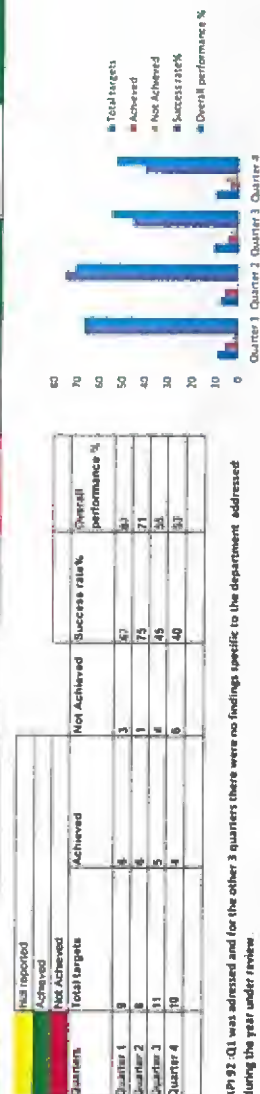
PRIORITY AREA	PROJECT	KEY PERFORMANCE INDICATOR	4Q1 NO	Q1 TARGET	ACTUAL	Q2 TARGET	ACTUAL	Q3 TARGET	ACTUAL	Q4 TARGET	ACTUAL	ANNUAL TARGET	ANNUAL ACHIEVEMENT	REASON AND REMEDIAL ACTION	CUSTODIAN
Water and Sewerage	Upgrading of Sewerage East NAITV	% of sewerage treatment works upgraded (Sewerage East, phase 1)	13	27%	100%	100%	100%	100%	100%	100%	100%	100% Upgraded (7/7) in Sewerage East (Phase 1)	100%	The current ROD/Records of Decision for the Environmental Impact Assessment (EIA) which was issued has expired. An application for the new ROD has been submitted to DEDEAT. The municipality is waiting for the issuing of ROD from DEDEA. The current ROD/Records of Decision has been issued.	Director Technical Services
	Upgrading of Conhouse WWTW	% of water sewer treatment works upgraded (Conhouse, Phase 1)	18	45%	100%	100%	100%	100%	100%	100%	100%	100% Upgraded (7/7) in Conhouse (Phase 1)	100%		Director Technical Services
	Water main repairs and system installation in BCRU	% completion of Project (Water main repairs and system installation in BCRU)	17	25%	100%	100%	100%	100%	100%	100%	100%	After water repairs and system installation in BCRU	100%		Director Technical Services
	EPAP and CWP Job (Installation in all the projects in the municipal departments)	No. of jobs created	18	250	100%	100%	100%	100%	100%	100%	100%	250	100%		Director Technical Services
Job Creation - EPAP and CWP	Establish EPAP Steering Committee	Establish EPAP Steering Committee	19	100%	100%	100%	100%	100%	100%	100%	100%	Established functional EPAP Steering Committee	100%		Director Technical Services
	Final quality assurance	No. of sessions held	40	1 session	1 session	1 session	1 session	1 session	1 session	1 session	1 session	1 session	1 session	Target not met early 3 sessions were held. There was a delay in the implementation of the ROD by the Department of Public Works and Engineering. The project was not being placed at the committee on which a special committee was established. The project was not being placed at the committee on which a special committee was established. The project was not being placed at the committee on which a special committee was established.	Director Technical Services
	Business Plan to be submitted and its implementation	No. of business plans submitted to provincial Parliament	41	100%	100%	100%	100%	100%	100%	100%	100%	Business and Local Business Plan to DOE and MEP	100%		Director Technical Services
	Upgrading Sport sites in BCRU	No. of sport facilities upgraded	42	100%	100%	100%	100%	100%	100%	100%	100%	Upgrading 1 Sport site in BCRU	100%		Director Technical Services
Municipal Facilities	Approving of Parks in BCRU	No. of parks upgraded	43	100%	100%	100%	100%	100%	100%	100%	100%	Upgrade 1 park	100%		Director Technical Services
															Director Technical Services

[illegible]





## BCRM ANNUAL PERFORMANCE REPORT 2014 / 2015 FINANCIAL YEAR

[illegible]

P192: Q1 was addressed and for the other 3 quarters there were no findings specific to the department addressed during the year under review.

BCRM ANNUAL PERFORMANCE REPORT 2014/2015 FINANCIAL YEAR

LOCAL ECONOMIC DEVELOPMENT														
PRIORITY AREA	PROJECT	KEY PERFORMANCE INDICATOR	2015/16	Q1 TARGET	ACTUAL	Q2 TARGET	ACTUAL	Q3 TARGET	ACTUAL	Q4 TARGET	ANNUAL TARGET	ANNUAL ACHIEVEMENT	REASON AND REMEDIAL ACTION	CUSTODIAN
Local Economic Development	Review LED Strategy	Adopted LED Strategy	58	NA	NA	Source funds for reviewing the strategy and procurement (pre-tenders)	Target not met	Consultation processes (public & Council)	Target not met	Refined to council for approval				Municipal Manager
	Establish LED Unit	Established unit	59	NA	NA	Finalise appointment of LED project and procurement of office space	Target met discussions are in progress	NA	NA	Finalisation of LED structures				Municipal Manager
Agricultural Development	Engage with organised agriculture industry	No. of meeting held	60	1 meeting per quarter	Target met meeting was held	1 meeting per quarter	Target met discussions are in progress	1 meeting per quarter	Target met meeting was held	1 meeting per quarter				Municipal Manager
SAME Development	Provide meaningful support to business development and SAME's	Number of SAME's supported	61	Identify and assist 2 SAME's in structuring their businesses	Target met: BCRM not only assisted 2 but 8 SAME's	Identify and assist 2 SAME's in structuring their businesses	Target not met 1 SAME was assisted	NA	NA	NA				Municipal Manager
	Number of business support initiatives implemented	Number of business support initiatives implemented	62	NA	NA	NA	NA	NA	Target met 6 SAME's supported	NA	NA	NA	NA	Municipal Manager
Tourism Sector	Implement tourism development initiatives	Number of tourism development initiatives implemented	63	Identify LTO initiatives	Target met, various LTO initiatives identified	Implement 1 initiative from the business plan	Target met assessed LTO to develop a new brochure	NA	NA	Implement 1 initiative from the business plan				Municipal Manager
	Facilitate and monitor implementation of programmes	Number of programmes supported	64	Facilitate and monitor funding application for (2015)	Target met Funding process facilitated by arranging various meetings with HUMANIS Wind Farm Trustees (Some funding already received)	NA	Target not met	Increasing the implementation of programmes	Target met 8 programmes facilitated	NA	NA	NA	NA	Municipal Manager
Chamber of Commerce	Facilitate communication between role players	Number of meetings completed	65	1 meeting	Target not met Meeting arranged but due to lack of interest the meeting was cancelled	1 meeting	Target not met	1 meeting	Target met, one BC meeting was held in consultation	1 meeting				Municipal Manager
Light Industrial Parks (SIP)(Special Economic Zones)	Facilitate support from government departments	No. of proposals submitted to government departments	66	Identification and submission of proposals to potential government funders	Target met, various applications submitted as well as meetings arranged with potential funders	NA	NA	Target met 6 applications submitted with potential funders	Target met 6 applications submitted with potential funders	NA				Municipal Manager
	Engage with potential spin developer	No. of engagements with potential spin developers	67	Identification of potential spin developers	Target not met	NA	NA	Target met, 4 Bursas got meetings arranged and identified	Target met, 4 Bursas got meetings arranged and identified	NA				Municipal Manager
Renewable Energy (Wind, Hydro, Solar, Geothermal)	Engage with government departments	No. of engagement with government departments	68	Identification and engagement with potential developers and government departments	Target met, various meetings held with wind farms as well as potential bogas developers	Engagement with potential developers and government departments	Target met meeting was held with Windfarm developers	Target met 3 engagements with potential developers and government departments	Target met 3 engagements with potential developers and government departments	Engagement with potential developers and government departments				Municipal Manager
	Facilitate development of commercial airport	Completed airport	69	Facilitate and assist DRDLR with the development of the airport	Target met Facilitation meeting was held by potential developers held	Facilitate and assist DRDLR with the development of the airport	Target met Facilitation successful and appointment of contractor with LDA on the 16th December 2014	Facilitate and assist DRDLR with the development of the airport	Target met Construction commenced and duty of care held also two sub meetings held	Facilitate and assist DRDLR with the development of the airport				Municipal Manager



GENERAL ANNUAL PERFORMANCE REPORT 2014-2015 FINANCIAL YEAR FINANCIAL SERVICES DEPARTMENT									
PROJECT	INITIATIVE	PERFORMANCE INDICATOR	TARGET	ACTUAL	VARIANCE	REASON FOR VARIANCE	ACTION PLAN	STATUS	COMMENTS
Financial Services Department	Financial Services Department	1. Number of requests received for financial services	100	100	0				
		2. Number of requests received for financial services	100	100	0				
		3. Number of requests received for financial services	100	100	0				
		4. Number of requests received for financial services	100	100	0				
Financial Services Department	Financial Services Department	5. Number of requests received for financial services	100	100	0				
		6. Number of requests received for financial services	100	100	0				
		7. Number of requests received for financial services	100	100	0				
		8. Number of requests received for financial services	100	100	0				
Financial Services Department	Financial Services Department	9. Number of requests received for financial services	100	100	0				
		10. Number of requests received for financial services	100	100	0				
		11. Number of requests received for financial services	100	100	0				
		12. Number of requests received for financial services	100	100	0				



Quarter	Strategic Objectives	Key Performance Indicators (KPIs)	Target	Actual	Variance	Comments	Owner	Due Date
Quarter 1	Revenue Growth	Revenue Growth (%)	10%	12%	2%	Exceeded target due to strong sales performance.	John Doe	2023-03-31
Quarter 2	Customer Satisfaction	Customer Satisfaction Score	85%	88%	3%	Improved service quality and response time.	Jane Smith	2023-06-30
Quarter 3	Operational Efficiency	Operational Efficiency Score	90%	92%	2%	Streamlined processes and reduced waste.	Mike Johnson	2023-09-30
Quarter 4	Financial Performance	Financial Performance Score	95%	97%	2%	Strong financial results and cost management.	Sarah Lee	2023-12-31
Quarter 1	Product Development	Product Development Score	80%	82%	2%	Launched new product line successfully.	David Brown	2023-03-31
Quarter 2	Marketing Campaign	Marketing Campaign Score	75%	78%	3%	Successful marketing campaign for new product.	Emily White	2023-06-30
Quarter 3	Human Resources	Human Resources Score	88%	90%	2%	Improved employee engagement and retention.	Chris Green	2023-09-30
Quarter 4	IT Infrastructure	IT Infrastructure Score	92%	94%	2%	Enhanced IT security and system reliability.	Alex Black	2023-12-31
Quarter 1	Legal Compliance	Legal Compliance Score	98%	99%	1%	Full compliance with all regulations.	Olivia Grey	2023-03-31
Quarter 2	Environmental Impact	Environmental Impact Score	80%	82%	2%	Reduced carbon footprint and improved sustainability.	Noah Blue	2023-06-30
Quarter 3	Social Responsibility	Social Responsibility Score	85%	87%	2%	Engaged in community service and social initiatives.	Ava Red	2023-09-30
Quarter 4	Overall Performance	Overall Performance Score	90%	92%	2%	Strong overall performance across all areas.	Lucas Yellow	2023-12-31

Quarter	Total Targets	Achieved	Not Achieved	Success Rate %
Quarter 1	24	18	6	75%
Quarter 2	23	20	3	87%
Quarter 3	25	24	1	96%
Quarter 4	26	23	3	88%



Quarter 1 Quarter 2 Quarter 3 Quarter 4

## ANNUAL PERFORMANCE REPORT 2014/2015 FINANCIAL YEAR

OFFICE OF THE MUNICIPAL MANAGER															
PRIORITY AREA	PROJECT	KEY PERFORMANCE INDICATOR	KPI NO	Q1-TARGET	ACTUAL	Q2-TARGET	ACTUAL	Q3-TARGET	ACTUAL	Q4-TARGET	ACTUAL	ANNUAL TARGET	ANNUAL ACHIEVEMENT	REASON AND REMEDIAL ACTION	CUSTODIAN
Internal Controls	Monitor implementation of AAP	Rate of Audit Action Plan progress report forwarded	92	Implement Audit Action Plan		Implement Audit Action Plan		Implement Audit Action Plan		Implement Audit Action Plan		1 Annual audit action plan report			Municipal Manager
	Conducting Audit Committee meetings	No. of audit committee meetings held	93	1 Audit committee meeting		1 Audit committee meeting		1 Audit committee meeting		1 Audit committee meeting		2 Audit committee meetings			Municipal Manager
	Implement risk management policy and risk register	No. of reports submitted	94	Implement Risk management policy		Implement Risk management policy		Implement Risk management policy		Implement Risk management policy		1 Quarterly progress report			Municipal Manager
	Review EOP	Improved quality of EOP	95	1 EOP Risk Forum Meeting 2 Submit Draft EOP process plan to Council for approval 3 Advertise for public comments		1 Conduct an external professional assessment of Risk Forum meeting		1 Conduct Strategic Planning Session, 2 EOP Risk Forum Meeting 3 Submit Draft EOP for approval 4 Submit approved Draft to PPT, LGTA AG and CDM & Advertise Draft EOP		1 Conduct EOP Submissions 2 EOP Risk Forum Meeting 3 Submit Draft EOP to Council for approval 4 Submit approved Draft to PPT, LGTA AG and CDM & Advertise Draft EOP		1 Conduct EOP Submissions 2 EOP Risk Forum Meeting 3 Submit Draft EOP to Council for approval 4 Submit approved Draft to PPT, LGTA AG and CDM & Advertise Draft EOP			Municipal Manager
Communicable and Performance Management	Communicable annual report	Annual report submitted to Council	96	Complete 1 session with departments to discuss annual report timeline and request for information		Annual report completion		1 Submit draft Annual Report to Council for approval 2 Submit approved Annual report Public meetings 3 Submit the report to PPT, LGTA AG and CDM		1 Submit the report to Council for approval 2 Submit approved Annual report Public meetings 3 Submit the report to PPT, LGTA AG and CDM		2013/14 Annual Report			Municipal Manager
	Conduct departmental performance reviews (conduct)	No. of performance reviews conducted	97	Conduct performance reviews for 1st quarter		Conduct performance reviews for 2nd quarter		Conduct performance reviews for 3rd quarter		Conduct performance reviews for 4th quarter		1 Departmental performance reports			Municipal Manager
	Develop communication policy aligned to communication strategy	Developed communication policy aligned to communication strategy	98	Develop communication policy		Develop communication policy		Develop communication policy		Develop communication policy		Develop communication policy			Municipal Manager
	Develop public participation strategy	Public participation strategy developed	99	Develop public participation strategy		Develop public participation strategy		Develop public participation strategy		Develop public participation strategy		Develop public participation strategy			Municipal Manager
Public Participation		Number of initiatives undertaken to consult with ward committees	100			1 Capacity building initiative for ward committees				1 Capacity building initiative for ward committees		1 Capacity building initiative for ward committees			Municipal Manager
		Number of reports on initiatives of ward committees	101	Quarterly meetings with ward committees		Quarterly meetings with ward committees		Quarterly meetings with ward committees		Quarterly meetings with ward committees		1 Reports			Municipal Manager
		Number of QR meetings conducted	102	1 QR meeting		1 QR meeting		1 QR meeting		1 QR meeting		1 Meetings			Municipal Manager



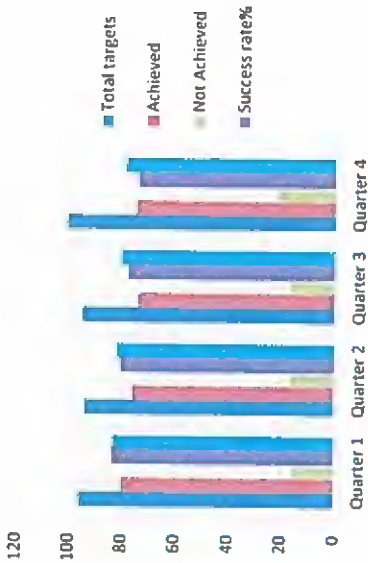


MUNICIPAL OVERALL PERFORMANCE FOR 2014/2015 FINANCIAL YEAR

Quarters	Total targets	Achieved	Not Achieved	Success rate%	Overall performance %
Quarter 1 96		80	16	83	83
Quarter 2 94		76	17	81	82
Quarter 3 95		74	17	78	81
Quarter 4 101		75	22	74	79

Comments :  
During the review of Q2 ;KPI 92 was not reported on by Community services Department .

During the review of Q3 &Q4 ;Community Services and Technical Services departmnet did not report on KPI 92 and KPI 94





**EC102 BLUE CRANE ROUTE MUNICIPALITY**

**REGISTER OF TENDERS AWARDED STILL VALID DURING 2014/2015 AND PERFORMANCE ASSESSMENT OF EACH CONTRACT / SERVICE PROVIDER**

Project name	Service provider	Project manager	Department / contact person	Amount (R)	Award/Appoint date	Targeted Completion date	Status (In-progress / Completed / Not completed) (& indicate completion date)	Comments/Reasons & Corrective Measures
SUPPLY AND DELIVERY OF MULTI-FUNCTIONAL COPIERS AND NETWORK MACHINES	XEROX	M GUSH	ICT	R27 983.84pm	31 MARCH 2014	36 MONTHS CONTRACT	IN PROGRESS	GOOD / NO CORRECTIVE ACTION
UPGRADING OF SOMERSET EAST WWTW	LRC CIVILS	K MCETYWA	TECHNICAL SERVICES	R22 493 367.59	19 FEB 2014	12 MONTHS - CONSTRUCTION - 4 MONTHS - OPERATION & TRAINING	IN PROGRESS	GOOD, BUT PROJECT OVERDUE & PENALTIES WILL BE CHARGED.
UPGRADING OF WATER INFRASTRUCTURE IN PEARSTON AND SOMERSET EAST	CIVIL CONSTRUCTION AND SKILLS TRAINING	K MCETYWA	TECHNICAL SERVICES	R909 626.52	08 JAN 2014	12 MONTHS	COMPLETE	GOOD / NO CORRECTIVE ACTION
SUPPLY AND DELIVERY PF MOTOR GRADER	UNIVERSAL EQUIPMENT	J BARNARD	TECHNICAL SERVICES	R2,473,800	11 APRIL 2014	SUPPLY AND DELIVERY BY 31 JULY 2014	COMPLETED - DELIVERY ON 07 JULY 2015	GOOD / NO CORRECTIVE ACTION
PROFESSIONAL ENGINEERING SERVICES: UPGRADING OF SPORTSFIELDS & PARKS IN BCRM	HATCH GOBA	KS MCETYWA	TECHNICAL SERVICES	R1 235 874.00	19 MARCH 2014	ON-GOING MONITORING OF CONSTRUCTION - 36 MONTHS	IN PROGRESS	GOOD / NO CORRECTIVE ACTION
SUPPLY AND DELIVERY OF INTERLOCKING PAVING BLOCKS	COEGA CONCRETE PRODUCTS (PTY) LTD	K MCETYWA	TECHNICAL SERVICES	R2 297 111.40	19 MARCH 2014	SUPPLY UP TO 17 000M <sup>2</sup>	IN PROGRESS	GOOD / NO CORRECTIVE ACTION
SHORT-TERM INSURANCE BROKERS	MARSH AFRICA (PTY) LTD	G GOLIATH	FINANCE	R776 173.01	01 JULY 2013	12 MONTHS	EXTENDED FOR 3 MONTHS	SATISFACTORY / NO CORRECTIVE ACTION - CONTRACT EXPIRED
PERFORMANCE MANAGEMENT SYSTEM	HTB CONSLTING	T KLAAS	MUNICIPAL MANAGER	R443 118.00	23 DECEMBER 2013	2013/2014 FIN YEAR - 30 SEPT. 2014	IN PROGRESS	GOOD / NO CORRECTIVE ACTION
PROFESSIONAL ENGINEERING SERVICES: AEROVILLE MULTI-PURPOSE CENTRE	KUDEC	K MCETYWA	TECHNICAL SERVICES	R1 618 891.46	03 JUNE 2013	31 JULY 2014	COMPLETE	GOOD / NO CORRECTIVE ACTION

Project name	Service provider	Project manager	Department / contact person	Amount (R)	Award/Appoint ment date	Targeted Completion date	Status (in-progress / Completed / Not completed (& indicate completion date))	Comments/Reasons & Corrective Measures
CONSTRUCTION OF AEROVILLE MULTIPURPOSE CENTRE	SHOHA ENGINEERING / ALLANSTONE TRADING	K MCETYWA	TECHNICAL SERVICES	R9 412 159.64	19 JUNE 2013	38 WEEKS	COMPLETED	SHOTA ENGINEERING WAS FAIR, BUT RAN INTO FINANCIAL DIFFICULTY. THEY CEDED WORK TO ALLANSTON TRADING WHO HAD GOOD PERFORMANCE.
SUPPLY AND DELIVERY OF REFUSE BAGS	OUTENIQUA PLASTICS	J BOWLES	STOCK ITEM	R495/1000 BAGS	09 OCTOBER 2013	4 QUARTERLY DELIVERIES	COMPLETED	GOOD / NO CORRECTIVE ACTION
SUPPLY AND DELIVERY OF COMPACTOR TRUCK	ALGOA TOYOTA	N NGCIPE	COMMUNITY SERVICES	R2 036 596.32		2 MONTHS	COMPLETED	GOOD, BUT DELIVERY WAS DELAYED DUE TO CUSTOMISING CHALLENGES.
SUPPLY AND DELIVERY OF STREET LIGHT FITTINGS (COMPLETE)	ACTOM ELECTRICAL PRODUCTS	J BOWLES	STOCK ITEM	R239 771.08		1 MONTH	COMPLETED	GOOD BUT DELIVERY WAS DELAYED DUE TO FACTORY SHUTDOWN
SUPPLY AND DELIVERY OF COLD MIX, STABLE MIX AND CAT SPRAY	DJM SPICE-CAST SYSTEMS BURWANA ASPHALT	A SWANEP OEL	TECHNICAL	R583 281.00 R480 000.01		ONCE OFF 3 DELIVERIES	COMPLETED	GOOD / NO CORRECTIVE ACTION
SUPPLY AND DELIVERY OF WATER PURIFICATION CHEMICALS	PROTEA CHEMICALS	P KEDAMA	TECHNICAL	R270 842.13	11 FEBRUARY 2015	2 YEAR CONTRACT	IN PROGRESS	SATISFACTORY / NO CORRECTIVE ACTION
SUPPLY AND DELIVERY OF TRANSFORMERS	TRANSFIX TRANSFORMERS	V APPOLIS	TECHNICAL	R211 629.00	03 DEC3MBER 2014	ONCE OFF DELIVERY	COMPLETED	GOOD / NO CORRECTIVE ACTION
SUPPLY AND DELIVERY OF BLACK REFUSE BAGS	CONTINENTAL PROJECTS	N NGCIPE	COMMUNITY	R780 000.00	31 MARCH 2017	2 YEAR CONTRACT	IN PROGRESS	SATISFACTORY / NO CORRECTIVE ACTION YET
PROVISION OF BANKING SERVICES	FIRST NATIONAL BANK	S HULANA	FINANCE	R87 537.46pm		5 YEAR CONTRACT	IN PROGRESS	GOOD / NO CORRECTIVE ACTION
PROVISION OF EXTERNAL LOAN FINANCE	ABSA BANK	M MEYER	FINANCE	LOAN INSTALMENTS	30 JUNE 2020	5 YEAR TERM LOAN	IN PROGRESS	GOOD/ REMEDIAL ACT.

Project name	Service provider	Project manager	Department / contact person	Amount (R)	Award/Appointment date	Targeted Completion date	Status (in-progress / Completed / Not completed) (Indicate completion date)	Comments/Reasons & Corrective Measures
SUPPLY AND DELIVERY OF 2 X 4X4 DIESEL LDVs	SEVENTH AVENUE TRADING	V APPOLIS	TECHNICAL	R746 492.00		ONCE OFF	COMPLETED	GOOD / NO CORRECTIVE ACTION
RESPONSIBLE PERSON ITO OHS ACT FOR THE ELECTRICAL INSTALLATION OF BCMR	BOSCH STEMELE	Z NTILE	TECHNICAL	+R29 960.00pm +R25 760.00pa		24 MONTHS	COMPLETED	SATISFACTORY / NO CORRECTIVE ACTION CONTRACT EXPIRED
PSP: ELECTRIFICATION OF FARMWORKER HOUSES	BOSCH STEMELE	V APPOLIS	TECHNICAL	+R 80,000	MARCH 2014	31 DECEMBER 2014	COMPLETED	GOOD / NO CORRECTIVE ACTION
ELECTRIFICATION OF FARMWORKER HOUSES	SERVELEC	V APPOLIS	TECHNICAL	R601,246.03	07 JULY 2014	31 DECEMBER 2014	COMPLETED	GOOD / NO CORRECTIVE ACTION
PSP: PEARSTON WATER SUPPLY	WATER AND PUMPING SOLUTIONS	K MCETYWA	TECHNICAL	R3 000 000.00	19 MARCH 2014	12 MONTHS - 19 MARCH 2015	COMPLETED	GOOD / NO CORRECTIVE ACTION
REPAIR AND REFURBISHMENT OF ALL HIGHMAST LIGHTS IN BCMR	BOSCH STEMELE	V APPOLIS	TECHNICAL	R1 020 297.07	03 NOVEMBER 2014	31 DECEMBER 2014	COMPLETED	GOOD / NO CORRECTIVE ACTION
VEHICLE - FULL MAINTENANCE LEASE	ABSA	G GOLIATH	FINANCE	MONTHLY FINANCE LEASE PAYMENTS	18 SEPTEMBER 2008	5 YEAR CONTRACT - EXTENDED 2 YEARS	COMPLETED	GOOD / NO CORRECTIVE ACTION
INTERGRATED FINANCIAL SYSTEM	BYTES UNIVERSAL SYSTEMS	M MEYER	FINANCE	MONTHLY LICENSE FEE PLUS DEVELOPMENT CHARGES	01 JULY 2014	30 JUNE 2015 - ANNUAL SLA	IN PROGRESS - ANNUAL SERVICE AGREEMENT LEVEL	GOOD / NO CORRECTIVE ACTION
3,5 MIL LONG TERM LOAN	ABSA	G GOLIATH	FINANCE	LOAN INSTALLMENTS	24 JUNE 2010	5 YEAR TERM LOAN	COMPLETED	GOOD / NO CORRECTIVE ACTION
PSP: UPGRADING OF SOMERSET EAST WWTW	AURECON	O ZIHLE	TECHNICAL	RATE BASED FEE GOVERNED BY ENGINEERING COUNCIL & LINKED TO CONSTRUCTION COST.	2007	LINKED TO PROJECT COMPLETION	IN PROGRESS	GOOD / NO CORRECTIVE ACTION

Project name	Service provider	Project manager	Department / contact person	Amount (R)	Award/Appointment date	Targeted Completion date	Status (In-progress / Completed / Not completed / Indicate completion date)	Comments/Reasons & Corrective Measures
PSP: UPGRADING OF COOKHOSE WWTW	WORLEY PARSONS (KWEZI V3 ENG)	O ZIHLE	TECHNICAL	RATE BASED FEE GOVERNED BY ENGINEERING COUNCIL & LINKED TO CONSTRUCTION COST.	22 JANUARY 2007	LINKED TO PROJECT COMPLETION	IN PROGRESS	SATISFACTORY / NO CORRECTIVE ACTION
CEMETRY MANAGEMENT SYSTEM	SYNOPSIS	N NGCIPE	COMMUNITY	LICENCE R1 350pm On site sup R4 500.00pd	ANNUAL SLA		IN PROGRESS	GOOD / NO CORRECTIVE ACTION
PRE PAID ELECTRICITY SOFTWARE	ITRON	G GOLIATH	FINANCE	RATE-BASED ON PREPAID ELEC SALES	ANNUAL SLA		IN PROGRESS	GOOD / NO CORRECTIVE ACTION
PSP: COMMUNITY SUPPLY VALUATION OF INFRASTRUCTURE ASSETS	WATER AND PUMPING SOLUTIONS A2A KOPANOO INC	O ZIHLE	TECHNICAL	R460 000.00	12 MAY 2015		IN PROGRESS	GOOD / NO CORRECTIVE ACTION
SHORT-TERM INSURANCE	AON SA	M MEYER	FINANCE	R251 796.00	11 APRIL 2014		COMPLETED	GOOD / NO CORRECTIVE ACTION
INTERNAL SERVICES	KPMG	G GOLIATH	MUNICIPAL MANAGER	R429 934.00	27 AUGUST 2014	3 YEAR CONTRACT	IN PROGRESS	GOOD / NO CORRECTIVE ACTION
TELEPHONE SERVICES	TELKOM	M GUSH	MUNICIPAL MANAGER	RATE-BASED ON INTERNAL AUDIT PLAN AND DISBURSEMENTS	01 JULY 2014	30 JUNE 2015 - EXTENDED FOR YEAR 2014/15	COMPLETE	GOOD / NO CORRECTIVE ACTION CONTRACT EXPIRED
SUPPLY OF ELECTRICITY	ESKOM	G GOLIATH	TECHNICAL	RATE BASED ON USAGE	24 MONTH SLA		IN PROGRESS	SATISFACTORY / NO CORRECTIVE ACTION
				RATE BASED ON USAGE	22 FEBRUARY 2010	INDEFINITE PERIOD FOR BULK SUPPLY	IN PROGRESS	GOOD / NO CORRECTIVE ACTION